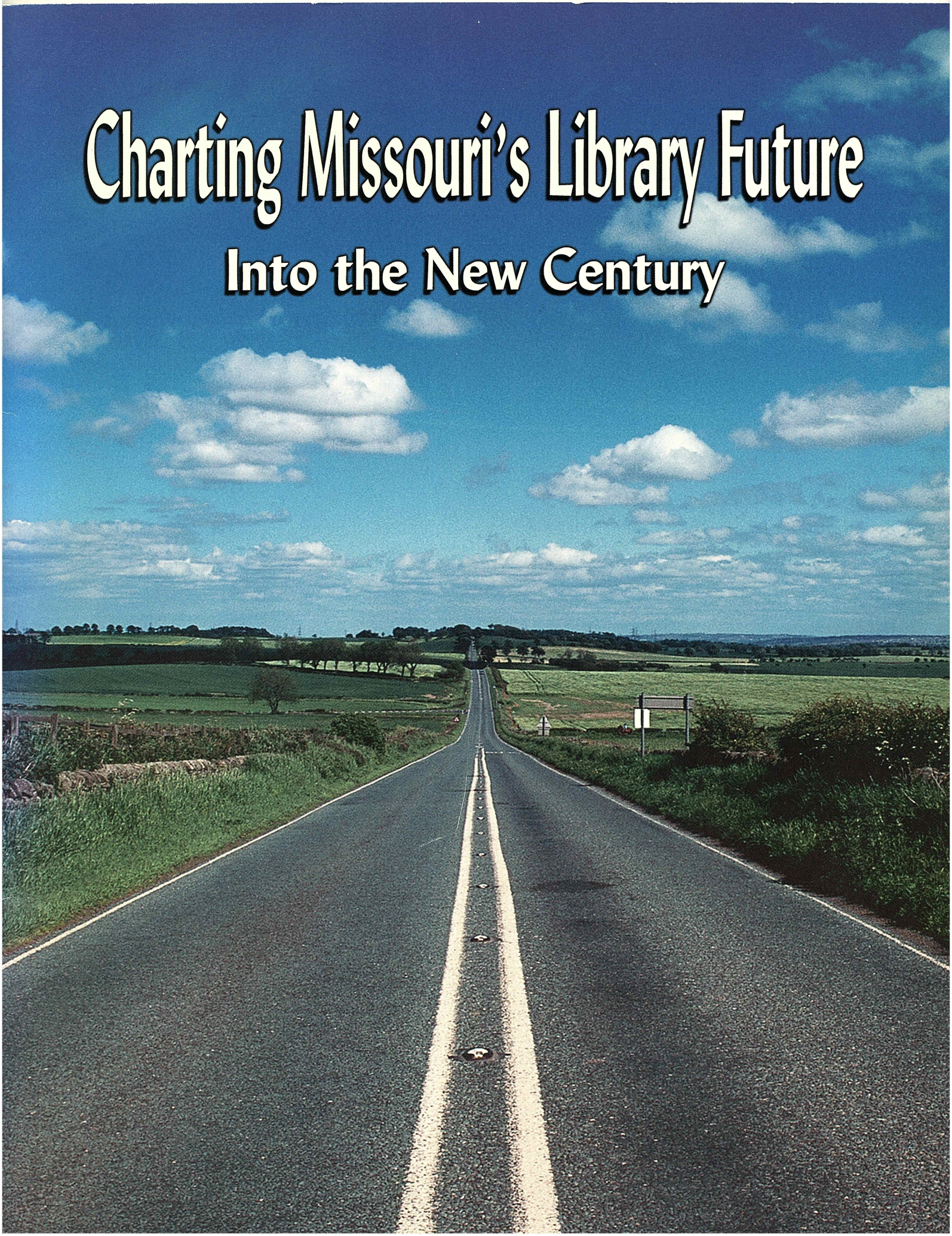
# Charting Missouri's Library Future

## Into the New Century



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*July 1997*

**Office of Secretary of State**

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Dear Missourian:

The closing of a decade and the dawn of a millennium provide the opportunity for all of us to determine the road libraries will travel to achieve excellence. The maps and routes in this document chart the course of our journey rather than a destination reached. They are desired results toward which we direct our efforts and devote our energies. The journey is made together and involves many partners.

The Missouri library community has called for leadership at the state level. MOREnet, the Coordinating Board for Higher Education, the Department of Elementary and Secondary Education, the Missouri Library Network Corporation, and the Missouri State Library have all responded with visions and plans. Individual plans and aspirations of each of these partners are reflected in the maps and routes. They are incorporated here as key components of a broader whole. The maps and routes result from the work these partners have done together.

Sometimes progress made will depend upon efforts made by the Missouri State Library. At other times, it will be initiated by another agency with support or assistance from the State Library and the Secretary of State's Office. Often it will be within the authority of the local library, whether academic, public, school, or special. Working together, those who care about Missouri libraries will build on the strengths of our libraries to meet information needs in the electronic era.

The new century will undoubtedly bring changes to libraries and library service, necessitating reevaluation or redirection of many projects. Not every map or route will be completed within five or even 10 years. We hope to choose wisely and update the maps appropriately. Please journey with us.

Rebecca McDowell Cook
Secretary of State

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## ACRONYM GLOSSARY

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|---|---|
| ACRL | Association of College and Research Libraries |
| ALA | American Library Association |
| ARL | Association of Research Libraries |
| ASCLA | Association of Specialized and Cooperative Library Agencies |
| CBHE | Coordinating Board for Higher Education |
| CIN | Community Information Network |
| CSIP | Comprehensive School Improvement Program |
| DESE | Department of Elementary and Secondary Education |
| FCC | Federal Communications Commission |
| GIS | Geographic Information Systems |
| GPO | Government Printing Office |
| ILL | Interlibrary loan |
| LIFT | Literacy Investment for Tomorrow – Missouri |
| LMC | Library Media Center |
| MACRL | Missouri Association of College and Research Libraries |
| MASL | Missouri Association of School Librarians |
| MCAT | Missouri statewide library catalog |
| MLA | Missouri Library Association |
| MLNC | Missouri Library Network Corporation |
| MOREnet | Missouri Research and Education Network |
| MSIP | Missouri School Improvement Plan |
| OCLC | Online Computer Library Center Inc. |
| SOS | Secretary of State |
| TEN | Technical Education Now |


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# Introduction

Without libraries, the quality of life in Missouri would be much diminished. From birth to old age, libraries offer Missourians educational and cultural opportunities unsurpassed by any other governmental institution or community agency. That Missourians value their libraries is demonstrated by high usage, approval of library tax levies across the state, and increased demand for library services.

This plan provides direction for the growth and improvement of Missouri libraries into the 21st century. It emphasizes information access, resource sharing, electronic linkages, cooperative activities, specialized services, and expert staff. It also addresses the funding and leadership that will be required to maintain complex library operations.

To develop this plan, the Missouri State Library offered numerous opportunities for the library community and the general public to express their views about the future of libraries in Missouri. From public forums and "Talk Sessions" to surveys and meetings with association and organization members, Missourians discussed the changes affecting libraries, library service expectations, the impact of technology on libraries, the need for staff and governing board training, and how to pay for new services.

The excellent feedback from Missourians prepared the Missouri State Library staff to compile this plan as well as the state's plan for the new federal Library Services and Technology Act, which goes into effect October 1, 1997.

*Charting Missouri's Library Future: Into the New Century* is organized around maps and routes which address information access, cooperation between libraries and their partners, continuing education, improving current library services, leadership, and funding. The plan begins now and should guide Missouri libraries into the first years of the 21st century.

# Visioning for the State of Library Services in Five Years

### *Technology and Information Access*

Missouri libraries make the total information resources of the state available to everyone. People's needs are the focus of "one-stop shopping" which delivers information at the right time and place. People are capable of finding and using their own information, or have friendly, efficient help available. The searcher moves effortlessly from local sources to the total resources of the state, nation, and globe.

### *Improving Current Library Services and Operations*

People in Missouri have the library services and information they need, in usable form, at the time and place convenient to the individual. Library services are designed to overcome challenges of geography, institutional settings, diverse cultural and socioeconomic backgrounds, varying ability levels, literacy, unserved and underserved areas, including those faced by children from families below the poverty line and individuals who have disabilities.

### *Leadership and Funding*

State-level library agencies work together for a coordinated approach to the development of best-possible library services. Leaders work with the library community to develop and promote standards which build stronger library services and enable interlibrary cooperation. The Missouri State Library plays a leadership role in developing a coordinated approach to stimulate excellence in library services in Missouri. State, local, and federal entities share funding of library services. Library governing bodies provide adequate funding and advocate for the improvement of library services. Local collections and basic services are understood to be a local responsibility and receive adequate support. Statewide resources and programs are paid for by public agencies or by sharing costs.

### *Training*

Library staffs and governing bodies have the knowledge and skills necessary to provide strong library services programs and make full use of new technologies. Library staffs build information skills in clients and help people use the new information technologies.

### *Cooperation*

All Missouri libraries work together in cooperation. Partnering and cooperative activities between and among all types of libraries make a significant contribution to meeting people's library services needs by fostering resource, programming, and facility sharing.

From: *Missouri Five-Year State Plan for the Use of Library Services and Technology Act (LSTA) Funds: Fiscal Years 1998-2003*



# Charting the Course for Information Access

Missouri libraries should position themselves as the principal information providers for all residents. When information is needed, libraries will be the obvious choice for their communities – whether town, school, campus, or corporation. Library users will have access to well-organized and timely information sources in many formats and knowledgeable staff to assist them in their searches.

Internet access for all libraries will help establish a new level of communication and coordination among libraries, librarians, and the people they serve. Public libraries will ensure there are no information "have-nots" in Missouri by promoting access to learning and the information resources in all types of libraries for individuals of all ages.

Public and school libraries will play critical roles in realizing the President's national mission to make all children technologically literate by the dawn of the 21st century. Both types of libraries will serve as learning laboratories for students, helping them to develop skills essential for the Information Age.

The resources of academic libraries will also be accessible through the Internet. With learning opportunities available through a statewide distance education network, academic libraries will facilitate lifelong learning for Missourians.

## Map A – Missouri has access to information through electronic networks.

### Route 1: Every library must have access to the Internet and extend Internet access to its users.

In 1997, the Missouri General Assembly appropriated five million dollars to MOREnet to upgrade the state Intranet to DS3 capacity and upgrade the outbound Internet from each of five intranet hubs to DS3 capacity. Established in 1991, this project offers Internet connectivity to higher education, public schools, public libraries, and state agencies.

***Internet Access***

The Missouri State Library, the Coordinating Board for Higher Education, and the Department of Elementary and Secondary Education are involved in four projects that "complement each other by contributing to a seamless telecommunications-based delivery system in Missouri, allowing all

players in the community to work together to use technology. The connections are made possible through a partnership with the Missouri Research and Education Network (MOREnet), located at the University of Missouri-Columbia. MOREnet operates a shared network infrastructure for elementary and secondary institutions, higher education institutions, public libraries, and community information networks. This infrastructure includes connections to the Internet and a statewide backbone with hubs to connect to each other." [1]

### *Remote Electronic Access for Libraries*

The Remote Electronic Access for Libraries (REAL) Project has brought the Internet to 106 tax-supported public libraries (107 public library districts) in Missouri via dial-up access or dedicated data connections (76 dedicated, 30 dial access). Now in its third year of operation, the project has also provided access to a wide range of reference materials not otherwise available to any but the largest libraries.

→ MOREnet will connect remaining tax-supported public libraries to the Internet.

### *Technology Network Project*

The Technology Network Project has provided Internet connections to more than 480 of 525 school districts in Missouri. Public library partnerships and cooperative agreements with K-12 schools and the implementation of statewide databases that link the holdings of both types of institutions are critical factors in information access.

→ MOREnet will connect remaining school districts to the Internet.

→ Every school library will have an Internet connection.

### *Higher Education*

More than 50 public and private colleges and universities have Internet connections through MOREnet. The building of a statewide "virtual campus" will enable individuals and organizations to access educational resources "free from the constraints of distance and time." [2]

→ MOREnet will increase the number and capacity of Internet connections in Missouri higher education institutions.

### *Search Tools and Software*

Some commonality in Internet search tools and effective software at affordable prices are important parts of libraries' access to the Internet.

→ MOREnet will negotiate statewide contracts with software companies and information providers and license these products to its users.

→ MOREnet will provide installation programs and training sessions for contracted software.

The development of World Wide Web browsers has done much to standardize the look of and access points to information sources, all of which serve to make the user's search easier.

→ Libraries will be encouraged to promote standards and commonalities for search interfaces to periodicals, library catalogs, and other online resources.

→ Libraries will develop suggested information links to guide individuals to useful information sources.

## Route 2: Libraries and people know about and can obtain the information resources of Missouri libraries and beyond.

### *Client Assistance*

Rapid technological change presents problems and opportunities for library staff. Not only must staff keep their own skills up to date, but they must also help their users find, evaluate, and use information effectively. To keep libraries at the forefront of information provision and lifelong learning, library staff must be prepared to provide assistance to clients with varying technological skill levels. (See also "Training" section)

→ The Missouri State Library will provide access to continuing education for library staff regarding Internet skills, communication skills, and general reference skills.

### *Statewide Contracts for Information*

Local reference materials and electronic access to other sources are not always adequate to answer users' questions. Both large and small libraries have gaps in their reference collections, and the costs of keeping reference collections current is often prohibitive.

→ The Missouri State Library will pursue statewide appropriations to strengthen statewide reference services.

→ State partnerships will enable Missouri libraries and other users to have quick access to online full texts of magazine and newspaper articles, databases, and information sources.

### *Statewide Library Databases*

Two current efforts are under way to provide Missourians with knowledge of what materials are in the state's libraries: MCAT, a statewide database of library records, is under study. Established with federal funds, the database consists of more than five million records from public, academic, and school libraries.

A task force of academic librarians is working toward development of a common library system platform for direct patron borrowing. With a single keystroke, an individual at any member institution would be able to request library materials from a remote site. The foundation of this system would be integrated online real-time automated support for standard library functions such as acquisitions, cataloging and database management, circulation, serials control, patron registration, public access, and management reporting.

→ The Missouri State Library will help libraries know what is in each others' collections through a statewide database or by linking systems.

→ A Missouri consortium will develop plans for a shared library system and pursue further partnerships with the state's libraries.

### *Document Delivery*

When libraries do not have the materials in their local collection to meet users' needs, they need to be able to search other libraries' databases, locate appropriate items, and have a quick and efficient way to acquire these materials for their users.

→ Missouri libraries will use electronic document delivery to meet client needs.

→ Grants will be offered for library pilot projects dealing with electronic document delivery.

→ An online registry will be developed that includes unique and rare digitized collections from Missouri libraries.

→ The Missouri State Library will participate in the development and implementation of a plan for a statewide document delivery system.

### *Client Requests and Interlibrary Loan*

In order to provide what people need, libraries must participate in reciprocal borrowing and lending arrangements.

→ Missouri libraries will offer users interlibrary loan services.

→ Missouri libraries will strive toward expanded access for users through direct borrowing agreements with other libraries.

## Route 3: People and libraries know about and can obtain government and community information.

### *Access to Federal Government Information*

The Government Printing Office (GPO) is dedicated to procuring, producing, and disseminating government information in a wide range of formats. GPO disseminates government information to federal depository libraries nationwide where the information may be used by the public free of charge. It also disseminates a growing volume of information via the Internet. GPO catalogs and indexes government information products and distributes them on behalf of other federal agencies.[3]

→ Missouri libraries will promote the availability and diversity of federal government information.

### *Missouri State Census Data Center*

The Missouri State Library is the agency responsible for the State Census Data Center, a program sponsored by the U.S. Bureau of the Census. The center disseminates information from and about the census to the residents of Missouri. This is accomplished via a network of affiliate agencies throughout the state. The program is enhanced by the cooperation of the state demographer's office.

- → The center will provide electronic access to census information down to the Missouri tract/block numbering area level.
- → The center will develop electronic applications to allow users to customize requests.
- → The center will offer training which highlights geographic information systems (GIS) and census data available electronically.
- → The center will provide consultation and disseminate information to local libraries, community information networks, and other organizations about census data available for their communities.

### *Secretary of State's Information Services*

Information is the common theme of the many responsibilities of the Secretary of State's Office. The office promotes simple and effective access to government services and public information. The Secretary and staff are responsible for collecting, compiling, storing, and publishing a variety of state documents. One of the agency's primary objectives is "to make effective use of information technology to serve the public and state government..."[4]

- → The SOS site on the World Wide Web will help information seekers and browsers learn about the office's functions and services. The site will also provide links to related web sites from other government agencies.

### *Locating Government Information*

Agencies in Missouri will work together to ensure Missouri government information can be located by citizens. This service should provide source-authentic citations and reference services for state information made available on the Internet. When complete, there will be a "virtual card catalog" for information products and records systems.

- → The Office of the Secretary of State will work toward the creation of a locator service which will identify and describe state information resources.
- → Missouri agencies are encouraged to ensure electronic publishing meets the same information standards for credibility and source information as required of print publications.

### *State Documents Depository Library Program*

Missouri state government agencies devote significant resources to providing access to data and programs. The General Assembly posts the text and current status of bills on the Internet. All state agencies are required to provide copies of their publications to the Missouri State Library for distribution to a network of state documents depository libraries.

- → The Missouri State Library, through its State Documents Depository Library Program, will encourage full-text electronic access to selected agency publications, with indexing where appropriate, and electronic access to the collection's bibliographic records.

### *Archives and Local Records*

The Missouri State Archives is the permanent repository for state records of permanent value.

Local Records staff work directly with local officials, providing advice and grant funds for records management and the identification and preservation of historical records. Both divisions provide significant assistance to librarians across the state.

- → The Missouri State Archives staff will provide historical and genealogical information and referral to individuals and library staffs and offer assistance to citizens about document conservation.
- → The Missouri State Archives will strive toward an online catalog of its holdings so all individuals and libraries can access this information on the Internet.
- → Local Records staff will work with local officials to evaluate, inventory, organize, and preserve records of permanent value. Microfilm copies of these records will be made available through the Missuri State Archives.
- → The Local Records Preservation Program staff will provide consultation and assistance to local governments in the use of good records management and archival practices.

### *Information Networks*

Community information networks share public information with citizens and provide a powerful community development tool to showcase a community to the world. These computer-based networks build upon the efforts of local information providers already connected to the Internet and gain considerable leverage by uniting school districts, libraries, local governments, and other agencies to jointly support public access to information.

The Missouri Express Project has received $6 million in state funds to establish up to 80 community information networks. These networks afford residents access to local, state, national, and global information. Libraries are usually partners in these community-based ventures, which depend on strong partnerships among government, organizations, businesses, and schools. As Governor Carnahan has said, community information networks "promote this state as a world-class place to live and work. Our competitive future depends upon our ability to keep pace with rapidly changing information technology."

- → The Missouri Express Project will establish community information networks which will provide locally generated information and access to other communities and the world through the Internet.
- → Libraries will participate in community information networks, either as major players or by providing links on their web pages.
- → Missouri libraries will be encouraged to engage in cooperative projects and networks that provide health and other consumer education information.
- → Community information networks should adopt a standardized format that will allow a single Z39.50 search for local information.
- → MOREnet will assist in the development of community information networks by providing basic telecommunications connectivity, basic equipment, technical expertise, and training.

## Route 4: All libraries should have equipment and software for operations and information delivery that meet national standards.

### *Funding for Technology*

To be relevant to users in the Information Age, all libraries need catalogs, inventories, and indexes in digital form. Every library should be converting its catalog records to electronic formats and acquiring and upgrading integrated online library systems that comply with current national standards for electronic information.

The Missouri State Library requires systems funded under state and federal programs to be compliant with the Z39.50 standard for interconnectivity and information retrieval. Adherence to the standard lays the basis for expanded cataloging, collection development, and linking systems together for resource sharing, including interlibrary loan.

- → Funds will be used to link catalogs across the state to provide ultimate access to all users.
- → State and federal funds will assist library automation projects.

### *Access to Technology*

Library staff must provide users with access to information technology, technical support, and bibliographic expertise which supports the public's hands-on access.

- → The Missouri library community will be trained in search tools, procedures, and access points for providing high-quality services through automation.
- → Libraries should furnish sufficient numbers of workstations for users to access online information.

### *Digital Finding Tools*

The ability of users to find the information they need is based on having records for that information stored in electronic format.

- → Library records must be machine readable using the USMARC format, in American National Standards Institute (ANSI)/National Information Standards Organization (NISO)-compliant formats.
- → Library records must be prepared according to AACR2, the national cataloging standard.
- → Library records must be updated in a timely manner and accurately reflect those items currently available in the library.
- → The Missouri State Library will provide access to or promote development of continuing education for cataloging and information organization. (See also "Training" section)

# Map B – Libraries have affordable telecommunications and sufficient bandwidth to receive and deliver education and information electronically.

## Route 1: MOREnet will continue enhancement of the infrastructure to support higher intrastate and Internet access.

- → MOREnet provides libraries with increased network services: high-speed access, enhanced network availability, reliability and performance, and adoption of new network functions.
- → MOREnet will implement an upgraded in-state backbone networking service with corresponding expanded Internet access. This upgrade will be enhanced in the future to support higher intrastate and Internet access.

## Route 2: Missouri libraries should have affordable telecommunications rates to support services and programs.

Congress has provided for libraries and K-12 schools to be eligible for discounts on telecommunications services. The discounts apply to a broad range of services and service providers, allowing libraries and schools to choose those services which best meet their needs.

- → MOREnet, the Department of Elementary and Secondary Education (DESE), and the Missouri State Library, as partners, will help schools and libraries participate in the telecommunications discount program.
- → The partners will help libraries obtain the lowest pre-discount price and assist libraries in forming consortia in order to obtain favorable pre-discount pricing.
- → The Missouri State Library should help libraries to procure telecommunications services under state contracts.
- → The Missouri State Library and the Missouri library community will provide information to the Public Service Commission on policy issues relating to libraries and telecommunications.

## Route 3: Libraries should continue to upgrade telecommunications to serve users.

As libraries housed in older buildings re-engineer their operations to provide electronic services, they may explore alternative telecommunications approaches such as wireless transmission in order to blend the new technology with the traditional library setting. Local cable companies and utilities may be considered as alternative carriers for digital communications necessary to ensure users can reach the library by voice and data lines at nominal cost.

- → The Missouri State Library will offer grants to libraries that explore the use of alternative telecommunications methods to provide electronic services to library users.
- → MOREnet and the Missouri State Library will provide consulting services to libraries on alternative telecommunications technologies and strategies where appropriate.
- → The Missouri State Library will offer grants to libraries or library partnerships that use electronic resources to provide library services to people who have difficulty using the library.

## Route 4: Libraries will be important partners in distance learning and lifelong learning.

Distance education will offer a new avenue for library cooperation with educational institutions and community agencies. In their accepted role as the "people's university," libraries are well positioned to offer staff and services to distance learning programs.

*Recommendations for a Telecommunications-Based Delivery System,*[5] a report issued by the Coordinating Board for Higher Education, predicts a future in which colleges and universities will join with other institutions and entities using information technology to meet the distance learning needs of Missouri residents. Libraries should be an important part of this effort.

With increasing use of Internet resources for instruction in Missouri schools, an electronic "traffic jam" has become a reality. Improvements in Internet access need to must occur as extensive programming is undertaken. [6]

- → Libraries should form cooperative arrangements with institutions of higher learning to provide access to distance education in terms of space, technology, and resources.
- → Library collections in Missouri should become "one large resource for higher education learners."[7]
- → Missouri academic libraries should provide circulation privileges to any student who is taking a course through any college or university in the state.

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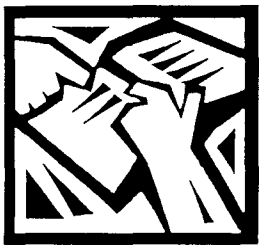
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# Charting the Improvement of Current Library Services

Equitable access to information will be the hallmark of library service to Missourians as the 21st century approaches. While information access has always been a goal of library service, new technologies will enable libraries to make this goal a reality through expanded use of the Internet, community information networks, and other electronic services. Through libraries' effective marketing, creative programming, and customer-oriented staff, Missourians will understand that libraries are part of the revolution transforming the way information resources are developed, organized, stored, and made available for use. They will know Missouri libraries are truly at the forefront of the electronic era as well as community educational and cultural institutions.

## Map A – Missouri's libraries have a strong statutory base addressing structure, governance, and funding.

### Route 1: Laws which are in need of revision will be revised.

***Public Library Law Revision***

The Missouri Constitution endorses the existence of public libraries, promises state aid for library service, and allows local communities to tax themselves for the support of their libraries. As political subdivisions of the state, public libraries possess a high degree of independence from general government. However, some areas of library law no longer address contemporary library operations and require revision. For example, the division of county library districts into subdistricts creates pockets of unserved populations.

- → Revision of Chapter 182 – Missouri library law – will be proposed to the General Assembly in order to to develop more consistency within the variety of library organizational structures.
- → The Missouri State Library will recommend repeal of Section 182.015 – the subcounty district law.
- → The Missouri State Library will spearhead an effort to secure passage of a law that will provide a basis for the structure and governance of regional public libraries.

## Route 2: The passage of new laws should strengthen libraries, information access, and intellectual freedom.

***Information Access***

Libraries must be able to offer clients current and appropriate information in the most efficient manner possible. They need to provide equity in service and have no fee structures that inhibit use.

→ Missouri libraries will offer leadership, with other state agencies and organizations, to secure by law the right to equitable information, without charge, for all the state's residents.

***Intellectual Freedom***

The freedom to read for all ages and the freedom to unfettered access to information are the cornerstones of library service in the United States. The emergence of the Internet has not altered libraries' commitment to the ideals of free and open access to ideas and information.

→ Missouri libraries should promote the diversity and availability of information resources.

→ Missouri libraries and library organizations should defend the public's right to determine for themselves the information they will use and the material they will read and view.

→ Missouri libraries should develop library policies which support intellectual freedom.

# Map B – Missouri libraries have standards by which to evaluate progress and build strength.

## Route 1: Public library standards

The Missouri Library Association adopted public library standards in the fall of 1996. The intent of the MLA Standards Committee was to create a set of guidelines that would serve as a benchmark for the delivery of outstanding public library service throughout the state. [1]

Though a consistent overall measure has not been previously available to judge the level of service provided by Missouri public libraries, the proposed standards can provide guidance in the delivery of quality service. Even the best public libraries still have areas in which they may not reach all clientele in the best manner.

→ The Missouri State Library will play a leadership role in developing a coordinated approach to stimulate excellence in library service in Missouri.

→ State-level library agencies will work together for a coordinated approach to the development of superior library services. Leaders will work with the Missouri library community

to develop and promote standards which build stronger library services and foster interlibrary cooperation.

- → The Missouri State Library will provide leadership to Missouri libraries in their application and implementation of standards through publications, public forums, training, and participation in professional organizations.
- → The Missouri State Library will institute programs that facilitate public libraries' adherence to standards in shared cataloging, automation and technology projects, and arrangements for resource sharing.

## Route 2: School library media center standards

Recent legislation and programs developed on the state level support the improvement of Missouri's elementary and secondary schools as well as their libraries. These programs, noted below, follow the national initiative that students be prepared for a technological future in which basic and new skills will equip them for a changing and competitive job market.

### *Show-Me Standards*

The Outstanding Schools Act of 1993 brought together master teachers, parents, and policymakers to create academic standards for Missouri's elementary and secondary schools. The academic performance standards define the "knowledge, skills and competencies" that all Missouri students should obtain before graduating from high school. These standards, in turn, serve as the basis for a revised statewide testing program and a guide for local curriculum development.[2]

### *Missouri School Improvement Program (MSIP)*

All school districts are required to have a Comprehensive School Improvement Plan (CSIP) which directs the overall improvement of their educational programs and services. The *MSIP Standards and Indicators Manual* section on Library Media Centers (LMC) directs that:[3]

- → "Library media centers have resources available in sufficient quantity and quality to support, enhance and enrich the curriculum and have a plan to work toward meeting the state library media standards."
- → "The LMC provides materials and instruction in research skills and in the effective use of library resources."

### *Standards for Missouri School Library Media Centers*

Produced by the Missouri Association of School Librarians for the Department of Elementary and Secondary Education, the school library media standards serve to update qualitative and quantitative measures for collection development assessment.[4]

- → The Department of Elementary and Secondary Education monitors the Standards for Missouri School Library Media Centers and provides consulting and assistance to school librarians and school administrators in meeting them.

## Route 3: Academic library standards

The Association of College and Research Libraries (ACRL), a division of the American Library Association, publishes standards, guidelines, and model statements for academic libraries. These documents are published by ACRL's Standards and Accreditation Committee.

- → The ACRL Standards and Accreditation Committee establishes and maintains appropriate liaisons with accrediting agencies and other organizations that monitor and evaluate the performance of academic libraries.
- → The Association of Research Libraries maintains a membership criteria index formula as a summary measure of relative size among the membership of the association. The index formula is calculated by using the number of volumes held, volumes added, number of current serials received, total operating expenditures, and number of professional plus support staff.
- → Libraries within the public academic sector face two funding challenges: inflation as it affects the cost of library materials and the cost of new technology. In Missouri, the Coordinating Board for Higher Education uses the Higher Education Price Index in its recommendations for increased funding.

## Route 4: Special library standards

The related professional organizations for special libraries provide guidelines and standards appropriate to their respective operations. The Association of Specialized and Cooperative Library Agencies, a division of the American Library Association, issues standards for libraries serving blind and physically handicapped users (in Missouri, Wolfner Library for the Blind and Physically Handicapped in Jefferson City). The American Bar Association sets standards and carries out certification for law libraries. The American Library Association publishes standards for library services in health care institutions and for juvenile and adult correctional institutions.

- → The Missouri State Library will provide consultation to staff of Missouri's institutional libraries.

# Map C – Expert help should be provided to local libraries.

## Route 1: Local libraries receive help from the state level.

Local libraries need support to provide effective library service in their communities. Information access and resource sharing will be facilitated by a network of people with expertise in a variety of areas. Consulting services and innovative programs which enhance library services will be available. Examples of exemplary programs and good ideas for improvement of library services will be publicized to all types of libraries to encourage replication.

***Funding***

→ Grant funding will be offered for trained individuals to serve as coaches/mentors to library staff.

→ A priority will be placed on funding special contracts for consulting services from libraries and organizations.

***Special Role of the Missouri State Library***

→ The Missouri State Library will provide help to local libraries by offering leadership, consulting services, publications, and training opportunities.

→ All libraries will be eligible for services from the Missouri State Library.

***Special Role of Department of Elementary and Secondary Education***

→ The Department of Elementary and Secondary Education will provide help to local school libraries by offering consulting services from staff in the library media center office and the department.

→ The Department of Elementary and Secondary Education will promote and publicize grants for which libraries are eligible.

***Special Role of the Coordinating Board for Higher Education***

→ In its statewide planning role, the Coordinating Board for Higher Education brings together academic policy makers and library leaders to discuss common issues and problems.

## Route 2: Best practices, exemplary programs, and good ideas are publicized to all libraries.

Innovative/model programs which enhance or improve services to Missouri residents will be promoted and publicized so other libraries and library partnerships may replicate the programs. The Missouri State Library will disseminate information about innovative library programs and best ways to meet the needs of targeted service groups through publications, Internet web pages, and other avenues of communication with Missourians and the library community.

***Online Services***

→ The Missouri State Library web site will provide the opportunity to communicate with and receive help from library consultants.

→ An online help desk available to Missouri librarians should be established on a web site.

***Publications***

→ Exemplary programs and good sources for expert help to local libraries will be promoted in publications (both print and electronic) circulated to libraries across the state.

→ The Missouri State Library will disseminate information about quality library partnership projects to appropriate libraries, state agencies, and other organizations.

***Statewide Presentations***

→ Library staff will make presentations about successful programs and those which provide help for local libraries at state meetings and conferences.

***Awards***

→ The Missouri State Library, in cooperation with other agencies, should initiate an award program which exemplifies excellence in providing or enhancing library service to Missourians.

# Map D – Missouri libraries should develop programs and services targeted to specific groups.

A variety of factors – poverty, location, physical disabilities, educational level – make it difficult for many Missouri residents to use libraries and the services libraries provide. The needs of specific groups that have difficulty using libraries can often be met by community agencies and organizations working in cooperation with local libraries. The Missouri State Library will encourage such cooperative arrangements and encourage libraries to take new and aggressive approaches to meeting the needs of the underserved.

***Young People***

→ The Missouri State Library will promote the enhancement and improvement of library services and programs to children from birth through age 17 – especially to those living in poverty in urban or rural communities – through grants, continuing education, and statewide programs.

***Seniors***

→ The Secretary's Council on Library Development will approve a statewide plan for library services to seniors.

→ Missouri public libraries will plan for and dedicate more resources toward library services to seniors.

***Multicultural Populations***

→ The Missouri State Library will assist libraries in enhancing services to culturally diverse groups by identifying service needs and using available technology to access services, foreign language and heritage resource collections.

***People with Disabilities***

→ The Missouri State Library should improve staffing and facilities for Wolfner Library for the Blind and Physically Handicapped as the primary service provider for people who cannot use print.

→ The Wolfner Advisory Council should develop a long-range plan for the improvement of Wolfner Library services, for endorsement by the Secretary of State.

***People Who Are Not Literate***

→ The Missouri State Library will assist libraries in becoming integral partners in the literacy efforts of their communities.

→ The Missouri State Library should strengthen library services to the literacy community and new readers.

***Institutions***

→ The Missouri State Library will assist libraries in both state and private institutions to improve library services to their populations.

***Rural & Urban Communities***

→ Libraries in rural and urban areas will work with other libraries and agencies in their areas to provide new or improve existing services to their populations.

→ The Missouri State Library, in conjunction with other agencies, should find ways to empower rural libraries as the chief information centers for their communities.

# Map E – Missouri libraries should improve staff, collections, and buildings.

## Route 1: Library staff

Libraries need committed, qualified staff to fulfill their missions to their clients. Competent staff providing quality customer service are the library's most valuable resource.

→ Missouri libraries should hire sufficient, qualified staff and support participation in staff development and continuing education opportunities.

→ Missouri library directors and those responsible for governing libraries should recognize the importance of providing adequate compensation and benefit packages to retain qualified and motivated library staff.

→ The Missouri State Library will provide consultation and assistance to encourage all Missouri libraries to develop written personnel policies, procedures, and job descriptions.

## Route 2: Library collections

Library collections serve diverse users with a wide range of interests, need, and demands. A library's collection represents a compact with the community it serves.[5]

***Collection Assessment and Plans***

- → All Missouri libraries should have written collection development plans based on the library's service plan, approved by the governing board, and reviewed regularly.
- → Missouri libraries should collect materials in a variety of formats and media supported by a variety of information technologies. They should maintain a current and adequate collection of reference materials in appropriate formats and have an adequate budget to support materials acquisition.

***Funding Print and Electronic Collections***

- → Missouri libraries will strive to allocate 15% to 20% of their operating budgets for print and electronic collection acquisition.
- → Libraries should identify weaknesses or needs in their collections and earmark funds to develop or strengthen them.

***Conservation and Preservation***

- → Missouri libraries should generate conservation and preservation plans and policies and allocate appropriate resources to fund activities in the plans.
- → The Missouri State Library should organize a statewide preservation/conservation committee to address the needs of library materials preservation.

***Missouri Center for the Book***

- → The Missouri Center for the Book will promote Missouri's literary heritage through publications, programs, conferences, special events, and a web site.
- → The Missouri Community of the Book, an online database, will provide information about Missouri authors, publishers, literary organizations, and bookstores.

***Wolfner Recording and Braille Production Programs***

- → Wolfner Library for the Blind and Physically Handicapped will provide materials of regional interest or by regional authors in appropriate formats for Missourians with disabilities.

## Route 3: Library buildings

The need for attractive, adequate library buildings continues and is not negated by provision of electronic information. People use library buildings to study, to participate in the life of the community, and as a safe place. Libraries as public buildings bring satisfaction and delight and may be architectural treasures for the state.

- → Missouri libraries will seek to have buildings and facilities that encourage public use, including group study or meeting rooms.
- → People should have library buildings which are easy to reach from within the community, with adequate parking and available transportation as appropriate.

### *Access for People with Disabilities*

- → Missouri libraries will strive to make all facilities and services available to people who have disabilities.
- → The Missouri State Library and Wolfner Library for the Blind and Physically Handicapped will provide consulting services to assist Missouri libraries in making their facilities ADA compliant.

### *Updating for New Technology*

- → Libraries will seek to have buildings and facilities that accommodate current and future technologies.

### *Funding for Building Projects*

- → The Missouri State Library will pursue a state appropriation to be distributed and used with local funds to build public libraries.

### *Renovating Historic Library Buildings*

- → Libraries will work with the Missouri Department of Natural Resources' Historic Preservation Office and other state agencies to acquire assistance in renovating and retrofitting historically significant library facilities without destroying their architectural integrity.

## Map F – All Missourians should have library service.

At this time, seven counties in Missouri have no tax-supported public library service, and an additional 24 counties have tax-supported municipal libraries but no countywide library service.

### *Areas Without Public Library Service*

- → The Missouri State Library should provide leadership to help people in areas without libraries achieve tax-supported library service.
- → The Missouri State Library should use partnerships with appropriate public and school libraries to encourage tax-supported library service in areas which are unserved or underserved.

### *New Models*

- → Innovative models and demonstration projects which expand library services and provide easy access for patrons will be encouraged and publicized by the Missouri State Library.
- → The Missouri State Library and the Missouri Department of Economic Development should work together to promote and publicize the Missouri Community Assessment Program, which sets standards for public libraries that communities must meet to achieve "star city" status.

# Map G – Missouri people know about and value their library and its services.

National surveys and research show the public is not as aware of new library services, specifically electronic resources, as librarians would hope. Library literature is full of glowing reports about "cutting-edge" services, and librarians share a common vision of their information functions, but the public often does not see libraries in the role of information innovators. If libraries are to survive in the information economy, the public must be made aware of the wealth of services available through their libraries.

### *Marketing Library Services*

- → The Missouri State Library will coordinate a statewide committee to develop a marketing campaign for promotion of libraries and library services. This campaign should focus on the information functions of libraries and emphasize the expertise of staff, new electronic resources, and the library's importance to a community's economic and cultural health.
- → Materials in a variety of media should be made available to libraries to assist them in their promotion efforts.
- → Consultation should be offered to librarians by professionals in the fields of marketing and promotion.

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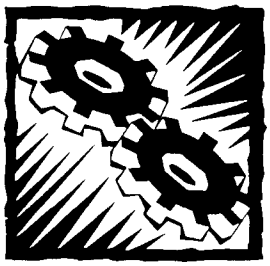

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# Charting the Path Toward Cooperation Between Libraries and Their Partners

Strong partnerships must exist among all library service providers to achieve excellent library service in Missouri. Libraries will actively seek partnerships and linkages with museums, community and cultural organizations, state and local service agencies, literacy and education providers, businesses, and other entities to develop the type of cooperative programs that will maximize resources, improve services, and enlarge local bases of support. Cooperative efforts between and among libraries will be coordinated at the state level, with the Missouri State Library taking a leadership role.

## Map A – All Missouri libraries will work together in cooperation.

### Route 1: Multitype library cooperation will be an ongoing priority for the state.

***Encouraging Cooperative Ventures***

Currently, leaders from the Missouri State Library, the Coordinating Board for Higher Education, and MOREnet are working together to develop plans for distance learning opportunities and telecommunications delivery. Since all library collections in the state should be viewed as a collective resource for learners, statewide access to library resources will require a coordinated system for the requesting and quick delivery of materials to any location in the state as well as statewide student access to reference services and training in information retrieval.[1]

- → The State of Missouri will negotiate a state contract for courier service.
- → Representatives from library and information service agencies will work together to promote multitype library cooperation.
- → Pilot projects for successful cooperative programs will be highlighted in publications (both print and electronic) to promote replication and, when appropriate, statewide implementation.
- → The Missouri State Library will offer grant funds, through the Library Services and Technology Act, for libraries to establish multitype cooperation and share resources.

## Route 2: Special emphasis will be placed on cooperation between school and public libraries.

Cooperative efforts between school and public libraries will benefit all Missouri residents. The Missouri School Improvement Plan (MSIP) identifies a planned program to use community resources in the instructional/learning program of the school and to cooperate with other social and educational agencies to promote the welfare of the community and its youth. Benefits will result from partnership arrangements between school and public libraries in areas such as funding for resource sharing and promotion of special programs which emphasize children, families, education, and literacy.

### *School and Public Library Cooperation*

- → Grants will be offered for cooperative projects involving school and public libraries.
- → Successful pilot programs between school and public libraries should be expanded statewide.
- → Grants will be offered to enhance services for adult basic education and literacy programs.
- → The Department of Elementary and Secondary Education and the Missouri State Library should provide leadership and training to replicate successful cooperative programs between school and public libraries.

### *Special Programs for Children and Families*

- → The Missouri State Library will continue its partnership programs with local libraries and community agencies to provide family literacy programs and to encourage summer reading activities.
- → School and public libraries should launch cooperative efforts to sponsor family literacy nights, summer reading programs, and other programs aimed at children and families.
- → To promote shared resources and cooperative efforts, each public library should appoint a librarian to serve as the liaison to the school district in its area, and each school district should appoint a school library media specialist to serve as liaison to its local public library.

### *School Library Access to Missouri State Library Services*

- → Information, programs, and services available through the Missouri State Library's Library Development Division will be publicized and made available to school libraries.
- → The Missouri State Library will provide information on joint library arrangements to library governing bodies and local communities as requested.

### *Public Library Role in Student Learning*

- → Innovative cooperative projects to develop coordinated programs for literacy training, adult basic education, and homebound and home schooling programs should be eligible for grant awards from the Missouri State Library and other state agencies.
- → School and public libraries should develop programs appropriate to the state's literacy grant award programs.

## Route 3: Libraries should cooperate to establish consortia and share resources.

The development of cooperative infrastructures among libraries improves library service to Missouri residents through enhanced resource access, staff expertise, and programming. In addition, library staff benefit from consortia endeavors which support communication, training efforts, and professional development.

Library consortia provide networking opportunities that help spawn innovative ideas, overcome common barriers, and enhance library services. Rural Missouri libraries can benefit from regional cooperation through grant-writing efforts, cooperative collection development and automation projects, increased staff access and staff swaps, and shared professional expertise. Library leaders who recognize the synergy created by sharing will succeed in the common goal of meeting users' needs.

### *Libraries Helping Libraries*

- → Staff of all libraries in counties or regions should work together on mutually beneficial cooperative projects.
- → The Missouri State Library will encourage open communication and joint planning among all library service providers by arranging talk sessions and training programs which focus on the development of partnerships among libraries.
- → Libraries should develop cooperative and partnership arrangements with other libraries to provide consulting services, planning assistance, and training for library staffs and those who govern libraries.
- → The Missouri State Library will provide leadership for the development of cooperation and the sharing of library resources.

### *Grant Programs*

- → Grant funding for efforts among consortia libraries should become a priority, as more libraries acquire new technology and develop online resources.

### *Resource Sharing Agreement*

Missouri libraries and educational agencies have encouraged the development of resource sharing between libraries, public and independent two- and four-year colleges, businesses, community information networks, high schools, extension centers, and other interested agencies for the design and delivery of distance education and training.

A guiding principle of a telecommunications-based distance education system recognizes that the system must support the sharing of resources for education and economic development among educational entities, libraries, governmental agencies, hospitals, communities, and business and industry.[2]

- → A committee including representatives of all types of libraries will develop a master agreement for resource sharing that all libraries can sign.

***Regional Cooperation***

Regional cooperation among libraries supports programs and services that cannot be undertaken by a single library, makes maximum use of limited funds in providing services to residents, facilitates promotion and advocacy, and encourages library development.

- → The Missouri State Library will provide leadership and planning assistance to facilitate and coordinate cooperative efforts at the regional level.
- → Libraries with underserved populations will contract with regional partners who enjoy a strong economic base in an effort to enhance the availability of resources.
- → Decisions about formal regional organizations are made by the area libraries.

# Map B – Libraries will be linked with educational, social, cultural, and information services.

## Route 1: Libraries should seek community partnerships and linkages to initiate cooperative programs.

Community involvement between libraries and other agencies, organizations, and businesses expands the financial, professional, and resource bases of the library and the entities with which it collaborates. Libraries can reach a broader base of their service population through cooperative endeavors with other entities and gain greater recognition for their services. Exemplary programs developed in one area can be expanded to other areas of the state, with consulting expertise available from the originating library and partners.

- → Grants will be offered for model programs demonstrating cooperative efforts between libraries and museums.
- → The Missouri State Library will offer statewide programs and grants to encourage cooperative partnerships between libraries and other agencies/organizations.
- → Agencies and organizations providing services to targeted groups will be identified and recruited for library partnership activities.
- → Training programs will be provided in the development of partnerships at the local and state level.
- → The Missouri State Library will encourage open communication and joint planning among all library service providers, state and local service agencies, and other organizations to enhance services and programs to Missouri residents.
- → The Missouri State Library will disseminate information about innovative cooperative library projects and replicate successful cooperative programs.

## Route 2: Libraries will be partners in the delivery of state and local services.

Libraries play a vital role in disseminating information about local and state services; this role is enhanced when libraries act as partners in delivering local and state services.

***State Agencies***

- → Local and state agencies should work with libraries of all types to keep libraries updated about information and services available.
- → The Missouri State Library will work with state agencies such as the Department of Economic Development and the Department of Labor and Industrial Relations to provide information and consultation about community block grants, job training programs, and other sources of local opportunities and services.

***Citizenship and Voting***

- → Libraries should promote themselves as dissemination agencies for information about citizenship and voting.

***One-stop Shopping***

- → Libraries should provide "one-stop shopping" for clients seeking local, state, and federal government information, in both print and electronic formats.

***Community Investments***

Caring Communities is a long-term strategy to invest in the education, health, security, stability, and productivity of children, families, schools, and communities throughout Missouri. Public, school, and academic libraries play a significant role in assisting Caring Communities Councils and Partnerships to achieve their goals.

- → Libraries should actively participate with Caring Communities leaders and agencies in planning and providing services and programs.
- → The Missouri State Library will promote the role of public libraries as vital community elements to local and state agencies in publications, workshops, and other means of communication.

## Route 3: Libraries will be partners in economic development.

Providing information to enhance economic development and promote business and job opportunities in a local area is an important mission for libraries. In some Missouri libraries, where funding is available, business libraries and programs are established within the library, and business librarians are employed. Libraries also provide links from their own web sites to business and economic development sites. Many librarians work with the Small Business Administration to sponsor joint programs and promote each other's resources.

### *Jobs and Job Training Programs*

- → The Missouri State Library, with the Missouri Occupational Information Coordinating Committee, the Department of Labor and Industrial Relations, and other agencies, should keep local libraries apprised of job information and job services available.
- → Missouri libraries should become partners in programs such as Missouri's Workforce Initiative Networking System (WINS), a one-stop career center system, and Missouri WORKS, a program which allows job seekers to register, search for jobs, and identify training resources on the Internet.

### *Information Services to Business and Other Key Economic Development Groups*

- → Missouri libraries should establish relationships with the Department of Economic Development and local businesses to introduce new services and enhance existing services.
- → The Missouri State Library will provide information about University of Missouri Extension business and industry specialists, the Secretary of State's One Stop Shop for Business, the Department of Economic Development's Missouri Business Assistance Center (available via the Internet), and other resources available to enhance economic development at the local level.

## Route 4: Libraries will support technical education in their service areas.

Technical Education Now (TEN), Missouri's state plan for post-secondary technical education, was prepared by the Coordinating Board for Higher Education in cooperation with the Missouri State Board of Education. Community colleges are charged with developing a plan for their region in partnership with area vocational technical schools, private career schools, and other public and private colleges and universities in the region. The TEN program will establish regional technical education programs tailored to meet regional needs and provide access to post-secondary technical education in Missouri communities without building new campuses.[3]

### *Library Involvement*

- → Missouri libraries should work with the Department of Elementary and Secondary Education and the Coordinating Board for Higher Education to partner with technical education providers in their region to promote technical education programs.
- → Libraries should incorporate the resource needs of their region's individual technical education program in their collection development plans.

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# Charting the Direction for Library Training

## Enabling People to Use Libraries, Including the New Information Technologies

Coordinated, effective training for library staffs, governing boards, and clients was a frequently voiced suggestion at all of the 18 statewide library forums held in the winter and spring of 1996. Training content was to encompass standard library operations, services, and resources as well as the skills to operate in an electronically based world of information. Training levels were to range from introductory to expert, and training programs were to be readily accessible in all geographic areas of the state.

## Map A – Missouri libraries have a comprehensive, coordinated program of training and continuing education.

To effectively meet the training and continuing education needs of Missouri libraries, a comprehensive, coordinated program of educational opportunities should be initiated. The varying levels of current information, technology, library and board skills would be identified and accommodated by the training programs offered. An advisory committee representing public, school, and academic librarians, library trustees, and providers of library education and training has conducted a needs assessment study to identify priority training areas and recommend action to meet those education and training needs. This approach will provide for a broader audience focus in the future; library staffs, regardless of type of library, will have access to continuing education opportunities.

### Route 1: Those responsible for providing training work together for maximum results.

State agencies, educational institutions, professional associations, libraries with established training units as well as non- and for-profit entities that provide training opportunities will work together in collaborative and/or contracted arrangements to achieve maximum results. Priority activities appropriate to the development of a coordinated training and continuing education program include the following strategies:

***Statewide Committee and Long-range Plan***

→ The short-term appointment of a Continuing Education Advisory Committee will assess train-

ing needs, develop an action plan, advise on training programs, and determine the advisability of a standing CE committee to the Secretary of State's Council on Library Development.

***Master Calendar for Continuing Education***

→ A master calendar listing statewide continuing education programs and representing the offerings of multiple training entities will be developed and produced in several formats. The calendar will effectively communicate training opportunities to the widest audience possible.

***Use of State and Federal Funds***

→ The Missouri State Library will work to provide state and federal funds for training. These funds would support State Library-initiated training projects as well as contracted or collaborative programs on a statewide or regional basis.

***Recognition System for Cooperation***

→ An accepted system, developed by the various identified training providers, should recognize the effort and application of training program participants. This system would allow for an individual training record based on content, time commitment,training transfer, and follow-up consultation.

→ Continuing education activities and programs should lead to the documentation of participation and skill level of library staff.

***Special Needs for Technology Training***

→ Technology training will correspond to the existing level of participant expertise in a hands-on learning environment.

→ "Training the trainer" sessions will be available to allow participants to successfully instruct others in acquiring technology skills.

***Access to a Range of Training Options***

→ A range of training options should be available to meet the requirements of a specific type of training program or to overcome situational difficulties of potential training program participants. Options would incorporate accommodation for participants' time, training location, and/or delivery method.

## Route 2: Training is offered close to where people live and work.

Due to the difficulties imposed by time and distance, participation in training programs can be encouraged by delivery systems which bring training to the individual. Appropriate priority activities will help individuals acquire the training they want and need at times and locations convenient to them.

***Using Technology for Distance Learning***

→ The Missouri State Library will identify and/or build resource training collections of instructional audiotapes, videotapes, CD-ROMs, and other electronic media.

→ The Missouri State Library, working with academic institutions and state agencies, will identify potential providers and sites capable of providing electronically transmitted distance education or work collaboratively or on a contracted basis with educators for the use of their expertise, services, and products.

***Small Libraries and Continuing Education***

→ With assistance from the Missouri State Library, local, small and/or rural libraries should commit support and release time for staff continuing education and development. Help may include: cooperative ventures with libraries within an area to provide training for their staffs, education stipends or grants to offset program registration costs and/or travel expenses, and the development of a pool of librarians to act as substitute staff to maintain library service and provide a replacement in the event of critical staff shortages.

# Map B – Those who work in libraries should have education and training that achieves excellence.

## Route 1: Education and training of librarians, technical, and support staff will be provided.

All libraries should be staffed and headed by people trained in essential skills and competencies. Staff needing training includes not only directors and librarians but also technical and support staff, who are often the first persons the public meets when visiting a library.

Annual programs should stress continuing education for library staff. The training offered will be determined largely from the ongoing efforts of statewide committees, from training evaluations, and from field requests. It will stress areas of essential competency and skills. The Missouri State Library will work with and coordinate activities with other groups that provide or use these programs.

***Professional Library Education***

→ The Missouri State Library should work with groups from all types of libraries to ensure the the M.L.S. offered by the School of Information Science and Learning Technologies at the University of Missouri-Columbia maintains full accreditation.

→ The Missouri State Library should work with the School of Information Science and Learning Technologies to help students find ancillary learning opportunities such as in-state distance learning, correspondence courses, and continuing education credit for other library course work.

→ Grant programs would allow libraries to develop training programs intended for directors and staff of all types of libraries. Replication of successful programs will be encouraged.

→ Cooperative programs from other accredited library schools pursuing similar goals and those that cooperate with the University of Missouri-Columbia School of Information Science and Learning Technologies should be encouraged.

→ Educational activities to increase excellence in library directors will be developed and promoted by the Missouri State Library in cooperation with other institutions and organizations.

***Current Awareness Programs***

→ The Missouri State Library should maintain a current listing of technology materials of all types, available through library literature or through authoritative Internet sites, on its home page for use by all librarians. It will also maintain a small collection of current professional materials for interlibrary loan.

→ The Missouri State Library will encourage identification, use, and promotion of web sites, listservs, and other learning technologies.

# Map C – Those who govern libraries will understand libraries and have the knowledge to advance the libraries for which they are responsible.

## Route 1: Library governing boards have access to education and training.

Training for library governing boards will stress the relationships between board and administration and the role of boards in securing funding for their libraries. Leaders need to understand advocacy at the local, state, regional, and national level is essential to their roles, whether they must approach legislative, academic, or corporate bodies.

→ Training for public library governing boards will be an ongoing priority of the Missouri State Library.

→ When appropriate, the Missouri State Library should coordinate training for governing boards responsible for other types of libraries. Coordination could include, but not be limited to, working with state agencies such as the Department of Elementary and Secondary Education and the Coordinating Board for Higher Education and with organizations such as the Special Libraries Association and the Missouri Association of School Librarians.

# Map D – Library staff build information skills in clients and help people use new information technologies.

## Route 1: Missouri libraries help people build information literacy skills.

Andrew Carnegie's "university of the people" provided equal access to education and information for people of all ages and classes. Today libraries serve the same purpose with the added function of assisting clients to use the Internet and other electronic information resources. Throughout

Missouri, libraries offer a non-threatening environment for exploration and evaluation of new technologies. As the electronic era unfolds, libraries will become the new information utilities and librarians the information navigators.

- → Schools and school libraries will implement the Show-Me Standards for information literacy, particularly Goal 1, which states that students will "acquire the knowledge and skills together, analyze, and apply information and ideas."[1] Standards for school library media centers support the use of technology as an integrated part of resources and to enhance learning.
- → Public libraries should serve as the community's primary information centers, with resources available to all residents.
- → Academic libraries will be prime movers in the emerging distance education movement. The needs of distance education students will require new approaches to bibliographic instruction and easy access to library and information resources. As a result, academic libraries should become a more integral part of the overall community.

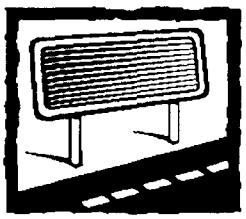
### *Promoting Lifelong Learning*

Libraries will be encouraged to develop and offer training for the public in the use of library and information resources. Information literacy programs should emphasize identification of appropriate resources and evaluation of information for accuracy and relevance. Successful programs should be replicated on a broader basis throughout the state.

- → School library staffs should develop maximum participation in curriculum planning to build students' information literacy skills.
- → Training programs in information organization, discovery, and retrieval should be integrated into the curriculum for higher education students and faculty participating in both on-campus and distance learning programs.
- → Public libraries should develop programs to help their users become information literate.
- → Funding priorities should be on programs which target specific groups needing extra assistance, implement partnerships with other libraries and agencies, and use technology in innovative ways to deliver training.

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# Leadership as Momentum Toward the Future

The public forums, "Charting Missouri's Library Future," consistently identified a need for strong leadership at the state level to develop libraries and library services for the 21st century. The primary entities operating at a statewide level that have the capability of guiding library development in Missouri include the Missouri State Library, the Secretary of State's Council on Library Development, the Department of Elementary and Secondary Education, the Coordinating Board for Higher Education, MOREnet, and the Missouri Library Network Corporation.

State-level library agencies work together for a coordinated approach to the development of best possible library services. Leaders work with the library community to develop and promote stronger library services and achieve interlibrary cooperation. The Missouri State Library plays a major leadership role in developing a coordinated approach to stimulate excellence in library services in Missouri.

## Map A – Opportunities for participation are communicated.

### Route 1: The library community is kept informed.

***E-mail System***

- → All library staffs should have access to an e-mail address. State-level library agencies and library staffs will be encouraged to make use of e-mail systems for exchange of library information.
- → Statewide listservs for Missouri library issues will be established, promoted, and archived.
- → Web pages will provide links to Missouri and national library listservs.
- → A statewide, searchable directory of library and staff e-mail addresses will be developed. Individual library web pages should include lists of staff members and methods of contact.

***Publications***

- → Professional library publications within the state will be posted electronically when appropriate.

***Interactive Calendar***

- → A statewide interactive calendar of meetings of state and regional professional decision-making bodies will be developed.

## Route 2: People have the opportunity to participate as policies and priorities are decided.

Everyone connected with libraries, i.e., staff, governing bodies, state agencies, commits to providing excellent library service for Missourians by participating in decision-making processes. Sometimes these activities require a commitment of time and money. It is the responsibility of the decision-making bodies to create the opportunity for input by the library community and the public.

***Statewide Committees and Local Library Governing Bodies***

→ Library committees and library governing bodies should actively seek input from their constituent groups through surveys, discussions, analysis of available data, and report the results of information gathered. They will use this input in the decision-making process to communicate rationale for policy decisions.

→ Both groups will disseminate information concerning dates and times for relevant meetings and indicate opportunity for public participation.

# Map B – Advocacy for libraries should increase.

## Route 1: More people will be involved in advocacy for libraries.

Library advocacy is necessary to ensure the importance of libraries is appreciated by the public and the bodies that provide funding to libraries. Library advocacy must portray an accurate picture of the funding required for superior library service.

***Library Friends Groups***

→ Encouragement and support will be provided to friends of the library groups by appropriate agencies and organizations.

→ Programs should be developed to address concerns and issues of interest to friends groups.

***Award Programs***

→ The awards program of the Missouri Library Association recognizes the achievements of librarians and those who have furthered the cause of libraries in Missouri. New awards should be developed to recognize government officials, journalists, and others who promote libraries.

→ The Missouri Association of School Librarians provides annual awards to encourage and reward special service and activities that promote and improve school libraries in Missouri. The awards acknowledge advocacy of school administrators and public officials.

***Coalitions with Other Groups***

→ Library leadership groups should form coalitions to increase advocacy for libraries. In addition to the leadership groups described earlier, many other entities are critical partners in library advocacy.

→ Coalitions should be created among appropriate groups to develop advocacy packets and provide advocacy training for library supporters.

## Route 2: There will be strong advocacy with government officials.

Librarians, library staff, and library supporters must recognize the importance of keeping the library message before government officials at all levels. Advocacy to government involves special programs about library services, provision of information about library services and funding needs, and regular reminders of the library's important role in the community.

***Local Advocacy Programs***

→ Libraries in Missouri should establish advocacy programs on the local and regional level to promote the cause of libraries and to create an understanding of the level of support required for quality library service.

→ Local advocacy programs should promote libraries to local governmental bodies and partner with agencies and library associations to advocate for libraries at the local and state level.

***State-level Advocacy Programs***

→ State agencies and state library associations should form partnerships to promote the value of library service to the General Assembly and state officials.

***National-level Advocacy Programs***

→ Missouri library leaders should partner with federal agencies and national library associations to promote at the national level the importance of quality library service.

# Map C – Library planning and evaluation are strengthened.

## Route 1: Public accountability for public funds is ensured.

To encourage future funding, it is vital that all agencies receiving public funds be held accountable for the proper and most effective use of those funds. The public supplying the funds must be able to easily determine that the funds are being expended wisely.

→ The Missouri State Library administers rules that require accountability for funds provided through state and federal grants to libraries.[1]

## Route 2: Libraries have good plans in place to position and strengthen themselves for the future.

Long-range plans, general service plans, and specialized service plans are vital to the effective use of library resources. Plans aid in budgeting and can serve as leverage in attaining the level of financial support needed to provide quality library service to the users and supporters of any library.

### *Planning for Library Technology*

- → All libraries in Missouri should have plans for the use of technology in their organizations. These plans will delineate the use of all types of technology in the library, indicate how technology will be used to work toward the library's service goals, and serve as a guide for budgeting. Such planning is necessary for the certification of telecommunications discounts now available to public libraries and schools.
- → Schools, public libraries, and state agencies will work together to develop technology plans to qualify for universal service discounts.
- → The Missouri State Library will provide consulting services to assist public and independent libraries in the development of technology plans.

### *Planning to Meet Standards*

- → Public libraries in Missouri should develop long-range plans to work toward the standards proposed by the Missouri Library Association. Within the long-range plan is a timeline that determines when other plans will be developed or reviewed.
- → School libraries in Missouri should develop plans to assist them in meeting the Standards for Missouri School Library Media Centers.
- → Academic and special libraries in Missouri should develop long-range plans to guide them in meeting appropriate standards.
- → The Missouri State Library, Coordinating Board for Higher Education, Department of Elementary and Secondary Education, Missouri Library Network Corporation, Missouri Association of School Librarians, and Missouri Library Association will provide consulting assistance and continuing education opportunities to assist library directors in the development of long-range plans to provide quality library service to Missouri residents.
- → The Missouri State Library will support the Wolfner Library for the Blind and Physically Handicapped's long-range plan to work toward meeting the ALA-ASCLA standards for services to persons with print disabilities.

### *Building Skills for Planning*

- → The Missouri State Library will develop a collection of sample plans, and libraries which have created plans will share them.
- → Continuing education will be offered to assist libraries in developing the plans necessary to provide quality library service.
- → Libraries should post their plans on their web pages.

## Route 3: All programs and services are evaluated, locally and statewide.

Libraries should establish a regular schedule for evaluating services and programs at the local level. Through the use of appropriate methods, it will be possible to evaluate library service on a statewide basis.

***Evaluation Priorities***

- → School libraries should evaluate their services annually using the district's Comprehensive School Improvement Plan as it relates to the Missouri School Improvement Program Standards and Indicators and the Standards for Missouri School Library Media Centers.
- → Public libraries in Missouri should evaluate their services by using appropriate guidelines described in *Planning and Role Setting for Public Libraries* and *Output Measures for Public Libraries* and the Missouri Standards for Public Library Service approved by the Missouri Library Association membership.
- → Academic and special libraries in Missouri should evaluate their services by using appropriate evaluation guidelines.
- → Statewide programs will be evaluated for effectiveness through comparison against baselines and through methods to determine the impact of programs on users, such as surveys, focus groups, interviews, and output measures.
- → The Missouri State Library will disseminate findings of state-level program evaluations.
- → The Wolfner Library for the Blind and Physically Handicapped will continue to be evaluated biennially by the National Library Service of the Library of Congress using the ALA/ASCLA standards for service to persons with print disabilities.

# Map D – Research guides the development of Missouri library services.

## Route 1: State-level service providers fund and use research to solve problems, provide quality services, and apply new knowledge.

A statewide library research agenda should be developed through a cooperative partnership involving the Missouri State Library, Department of Elementary and Secondary Education, Coordinating Board for Higher Education, Missouri Research and Education Network, and the School of Information Science and Learning Technologies at the University of Missouri-Columbia. This effort will determine the baseline of library service in Missouri today and assist libraries in planning to effectively meet the needs of all Missourians.

- → The Missouri State Library should offer grant opportunities for research in the areas of library service to unserved/underserved populations, people of multicultural heritage, rural populations, lifelong learners, and the use of technology.

## Route 2: Libraries gather statistics for documentation and research.

Library statistics are a valuable resource for library planning and research. This raw data can be analyzed to provide documentation for success at the local and state level.

- → Partnerships should be created to analyze library statistics that will provide planning information for library directors, media specialists, and governing authorities.
- → Library statistical data will be collected, updated, and disseminated annually in electronic form.
- → The Missouri State Library will place its statistical report forms for all types of libraries – with instructions for each form – on its home page. Statistical data will be current and regularly updated through this strategy.

## Route 3: Research findings and results are aggressively disseminated to Missouri libraries.

Findings and results of library research can be used by individual libraries to improve library management and services and to achieve excellence.

- → Research findings and results will be distributed widely to librarians, library supporters, and governing bodies. This will be done employing the most appropriate method for the particular results. Methods to be used are World Wide Web sites, programs and conferences, and state publications.

## Background

There are many entities critical to the advancement of libraries in Missouri. The following agencies and organizations provide leadership for the Missouri library community.

### *Secretary's Council on Library Development*

The membership of the Secretary's Council on Library Development is made up of representatives from all areas of the state, including legislators, public library trustees, citizens, and librarians from all types of libraries. This group advises the State Librarian and the Secretary of State on federal grant programs, statewide library concerns, and all matters that relate to Missouri libraries and library service to Missouri residents. It recommends policies and programs and communicates the value of libraries to people in the state and to those responsible for libraries. (http://mosl.sos.state.mo.us/lib-ser.libser.html)

### *Missouri State Library*

The Missouri State Library promotes the acquisition and preservation of knowledge among the residents of Missouri by striving to ensure all Missourians have equal access to library services, creating strong libraries and library leadership in Missouri communities, delivering reference services to meet informational needs of state government, promoting the development and dissemination of appropriate technology to enhance traditional library services, and expanding public support and advocacy for libraries and literacy. (http://mosl.sos.state.mo.us/lib-ser.libser.html)

### *Department of Elementary and Secondary Education*

The Department of Elementary and Secondary Education is a team of dedicated individuals working for the improvement of education for all residents. Department staff believe they can make a positive difference in the quality of life for all Missourians by providing exceptional service to students, educators, schools, and residents. (http://services.dese. state.mo.us/mission.html)

### *Coordinating Board for Higher Education*

The Coordinating Board for Higher Education's major statewide planning and coordination goals are to promote academic quality, to ensure the efficient use of resources, and to provide financial access to the system of higher education. The board includes the state's independent institutions as well as the public institutions in its planning activities.

The board's functions include statewide planning for higher education, policy analysis and data services, approval of new degree programs, student financial assistance, appropriations recommendations to the Governor and General Assembly for public two- and four-year colleges' and universities' operating and capital funding, state aid for public two-year colleges, and proprietary school certification. (http://www.mocbhe.gov/about.html#About)

### *Missouri Research and Education Network (MOREnet)*

The primary mission of MOREnet is to provide collaborative networked information services to its member/customers in support of education, research, public service, economic development, and government. MOREnet's members sustain the consortium through their contributions in terms of leadership, staff participation, and financial support. (http://www.more.net/discover/mission.html)

### *Missouri Library Network Corporation*

The Missouri Library Network Corporation (MLNC) was founded by representatives of 31 Missouri libraries. MLNC's original mission was "to provide services related to the effective use of resources within and among libraries." Many of MLNC's current services focus on fulfilling this mission by supplying training and supporting libraries in their use of the latest information technologies. (http://www.mlnc.com/mlnc/about.html)

### *Missouri Library Association*

The Missouri Library Association promotes and provides advocacy for excellence in libraries and librarianship in the state. Toward this end, MLA sponsors an annual conference, workshops, an annual library legislative day at the State Capitol, and annually awards a scholarship to an M.L.S. candidate. The MLA membership adopted standards for public libraries in 1996. (http://www.mlnc.com/~mla/)

### *Missouri Association of School Librarians*

The Missouri Association of School Librarians promotes quality service in school library media centers and excellence in school librarians. The Standards for School Library Media Centers, created by MASL and adopted by the Department of Elementary and Secondary Education, will serve as a guide for the development of school library media programs. MASL promotes legislative support and awards scholarships for school library media specialists.

### *Missouri Public Academic Library Association*

The Missouri Public Academic Library Association is an informal organization of Missouri public academic librarians concerned with promoting library automation resource sharing and other projects among academic libraries. This association is reaching out to include private academic libraries and public libraries.

### *Wolfner Library for the Blind and Physically Handicapped Advisory Council*

The Wolfner Library for the Blind and Physically Handicapped Advisory Council serves as the consumer representatives' organization, meeting regularly with library staff for the continuous improvement and development of the Wolfner Library. The membership is comprised primarily of Wolfner Library users or professionals from related agencies from seven geographical regions in Missouri, as well as representatives from the two statewide consumer organizations for the blind, the Special Education Division of the Department of Elementary and Secondary Education, and Rehabilitation Services for the Blind.

## REFERENCE

1. "State Grants-in-Aid, 15CSR30-200-020. Rules of Elected Officials. *Code of State Regulations.* Jefferson City, MO: Secretary of State, April 30, 1997, pp. 3-5.



# Funding to Accelerate Missouri's Library Future

Missourians increasingly recognize the importance of information and education as necessary building blocks for a sound economy and a rewarding life. In this environment, there is no question libraries of all types provide essential public services and must be supported with public funds to ensure access for all citizens. Adequate public funding is critical to libraries meeting the challenge of improving services by using new technologies and keeping their current services and collections strong. Although there is no earmarked funding for school libraries, recent state initiatives have provided increased funding for schools, particularly for new technology. Academic libraries have also received increased state funding targeted toward assisting institutions in keeping abreast of changing technology, with library information technology cited as a critical need. Public libraries have a strong foundation based on the statutory provision of the voted tax for library funding and designation of state aid for public library services.

Missouri can take pride in recognizing the statewide benefit of building the infrastructure needed to provide access to information resources. MOREnet is an excellent model of what can be achieved when state resources are pooled and directed toward providing access to technology for students, citizens, and state agencies. This type of state program accomplishes what individual school districts or libraries would find very difficult to achieve on a local level. Local funding is then appropriately reserved for local equipment and services, with state and federal funding used to supplement needs for equipment, training, and special projects.

Funds from private sources can play an important role in providing the large one-time funds needed for buildings or the start-up expenses for model or special programs. Libraries are encouraged to seek these funds from their communities and other sources through grants, endowments, and other fund raising activities.

Missouri is rich in privately funded libraries such as the St. Louis Mercantile Library, Linda Hall Library, and many corporate libraries. These libraries, which focus on serving specialized needs, provide unique resources and services. They are vital partners in enhancing library services to Missouri residents.

## Map A – Three levels of funding ensure Missouri's library future.

## Route 1: Local resources keep the library strong.

***Public Libraries***

More than 95% of funds for public library service come from local sources, primarily through voted property taxes. These local funds provide a foundation for library services and allow for de-

pendable projections of future revenue streams. Locally generated funds pay for the library's materials, fees for access to electronic information services, equipment, buildings, staff, and operational costs. Electronic delivery systems expand opportunities for libraries to provide needed services to communities, but add great pressures of increased costs to local budgets.

- → Public libraries should develop forward-looking financial plans identifying the levels of funding necessary to provide high-quality library services.
- → Public libraries should collect the maximum tax rate allowed by their voted tax.
- → Library governing bodies should enlist community support in seeking the tax funds needed to support good library service.
- → Library districts having a tax rate below 15 cents should seek to increase their tax rate to raise revenues for necessary services.
- → Library governing bodies should take the lead in seeking local funding from a variety of sources for capital improvements and special projects.
- → Library governing bodies and staff should work with professional associations and state agencies to explore other sources of dependable funding, local and state, to lessen the dependence upon the local property tax.

### *School Libraries*

School libraries are dependent upon local school boards and administrators to set funding levels for services.

- → School libraries should develop strong financial plans identifying the levels of funding needed to provide excellent library service and to meet the requirements of the Missouri School Improvement Plan and school library standards.
- → School boards should ensure that local tax rates are adequate to address library funding needs. School boards will take funding needs to the community for increased levies when needed to provide high-quality education, including library services, for the community's students.
- → All parties for local school funding should make full use of grant, endowment, or other sources of non-tax funding available to schools for capital improvements and model or special projects.

### *Academic Libraries*

Academic libraries in public institutions are largely funded through state appropriations. However, all library administrators, college or university administrators, and boards of curators have these local responsibilities:

- → Library administrators develop budgets and funding justifications for library needs, especially as those needs influence student and faculty demand and affect college or university accreditation.
- → All parties should make appropriate use of alternate sources of funding, including grants, (both government and foundation), endowments, and institutional foundations for capital improvements, and model and special projects.

### *Special Libraries*

→ Special libraries rely on their parent bodies to supply operational funds, justify proposed budgets, and advocate for funds needed to meet the information needs of their users.

### *Resource Sharing*

→ All types of libraries should make maximum use of funds for library services by sharing resources and expertise within their area and participating in cooperative programs.

## Route 2: State funds provide for statewide connectivity, access to information resources, training, literacy, and equity for libraries which face the greatest barriers in securing adequate funds.

The state provides the majority of funds for academic and state-supported institution libraries and for a significant portion of school funding. A very low percentage (less than 2 percent) of direct public library funding comes from state sources. Missouri has made good progress in allocating state funds for improvement of education and information access through technology.

→ State funds should be sought to implement plans for statewide connectivity, including patron direct borrowing systems, shared automation, statewide telecommunications infrastructure, electronic document delivery, and other programs.

→ State funds should be sought to ensure academic libraries can provide the services needed to assure accreditation and implement the plans for "2020 Vision," the blueprint for higher education in Missouri.

→ Libraries in state agencies should develop five-year plans addressing funding needs to increase information access, use new technology, and expand current services.

→ Training needs will be addressed with statewide programs using a combination of state and federal funds.

→ Missouri's literacy partners should use state funding to develop a coordinated program to address literacy needs through family literacy and community partnerships.

→ State funds should be sought to ensure persons with print disabilities have equal access to information resources through increased funding for the Wolfner Library for the Blind and Physically Handicapped.

### *State Funding for Local Public Libraries*

Public libraries need more state funds to provide the local components of the information technology infrastructure and to develop collections and services targeted to local priorities, special needs, and working toward standards.

→ State funds should be sought to increase state aid to match or exceed the national average.

→ Increased state aid allocations should include equity payments to libraries whose tax base or economic level makes raising adequate funds from local sources difficult.

***School Library Funding***

- → Missouri should continue to provide full funding for the school foundation formula.
- → Funds should be used to implement the standards for school libraries, in support of the Missouri School Improvement Program.
- → School librarians should advocate for adequate funding so school libraries are empowered as the critical infrastructure for teaching and learning.

## Route 3: Federal funds support innovative programs.

Libraries can make use of federal funds provided through targeted legislation such as the Improving America's Schools Act, Library Services and Technology Act, and the Telecommunications Act of 1996, as well as through competitive and block grants for other programs.

- → Grant funds will be used to address the priorities identified in federal legislation and to meet the goals of state plans. Missouri will use LSTA funds to emphasize interlibrary connectivity, electronic access, and targeted service programs. Funding will be directed toward model or innovative programs, which can then be replicated on a wider basis.

# Map B – Missouri has adequate funding streams to ensure libraries achieve excellence.

## Route 1: Public, school, and college libraries budget local funds for technology, telecommunications, and information resources, and to keep traditional services strong.

Funds to make use of technology for library services must be recognized as part of ongoing costs, not just one-time capital expenditures, and included in a library's service plan. Directives for budgeting for these services are included in the school library standards and the Missouri Library Association Standards for Public Library Service. As access is provided through electronic delivery systems, it may be appropriate to replace part of the library's previous print budgets for periodicals and reference materials with funds for electronic resources.

Local funds may be supplemented with state and federal funds through grant programs and state development of technology and telecommunications capacity.

Schools and public libraries must show they have sufficient local funds allocated to a technology plan to qualify for universal service discounts under the Telecommunications Act of 1996.

- → Library budgets should include funds for effective use of technology, including electronic delivery of information, equipment, software, planned upgrades, maintenance, telecommunications fees, and participation in statewide electronic and community information networks.

- → Library directors should provide strong documentation to funding bodies of the need for budgeting for technology, including ongoing cost and replacement of obsolete hardware and software.
- → Statistical reports for libraries will document expenditures for electronic information resources.

## Route 2: State funds are made available for building and support of the information delivery infrastructure.

Missouri has allocated significant resources to make use of new technology to improve education and information access for all citizens.

- → Current projects should receive continued funding to complete development, including building and sharing the telecommunications infrastructure through MOREnet, the Department of Elementary and Secondary Education's Technology Grant Program, and other programs.
- → New state funding will be sought to build the electronic information infrastructure.
- → State-funded programs will allow participation by all appropriate libraries: public, academic, school, and special.
- → Funding requests should include provisions for training to make effective use of the funded technology.
- → State funds used for automation of public, school, and academic libraries should have a priority on the development of interconnectivity among libraries and adherence to prevailing standards.

## Route 3: Missouri makes effective use of local, state, and federal funds for electronic information access, telecommunications, and technology.

Federal initiatives in education and library services have targeted access to information and use of technology to enhance learning as high priorities. Federal programs to support libraries include the Library Services and Technology Act, the Telecommunications Act of 1996, and the Improving America's Schools Act of 1994.

- → Local, state, and federal agencies should work together to use grant funds for improving education and library services through technology, telecommunications services, and electronic information access.
- → Local, state, and federal funds should be coordinated to ensure libraries make effective use of telecommunications to provide services to their clientele.
- → All eligible entities will apply for discounted telecommunications services.
- → Statewide projects initiated with federal funds which demonstrate success should be the basis for seeking permanent funding.

## Route 4: Funding must be sufficient to support strong and timely collections of both electronic and print resources.

Missourians expect accurate and current information as well as popular materials and cultural programs from their libraries. Electronic resources are greatly expanding the capability of libraries to meet information demands, but much valuable information is best accessed through books. More importantly, reading skills are recognized as critical to success in life. Varied, appealing, and timely collections of well-written fiction and poetry, picture books, and informational books are crucial in the development of children's and adult new readers' skills, and in maintaining the reading and learning levels of adults. Books also continue to give pleasure to lifelong readers.

- → Funding levels should be sufficient to provide library resources to meet the service needs of all types of libraries.
- → Collection standards will be used as a critical benchmark in determining if library resources are sufficient to meet service needs.
- → Libraries should have collection development plans which address how funding will be targeted to develop electronic and print resources of the library.

## Background

### *Public Library Funding*

Missouri's public libraries are heavily dependent upon local property taxes for their support. In growth areas, this can be beneficial, but this dependence can also result in funding erosion in low-growth and declining areas. The six major urban public libraries rate above the national average in per capita support. However, other public libraries – chiefly smaller rural, county, or municipal libraries – fall below the national average. Many have tax bases of 10 cents or less. The public library standards adopted by the Missouri Library Association in 1996 specify a 15-cent tax, or $15 per capita, as the minimum necessary to provide good library service. More than 100 library districts are currently below the $15 per capita level. The local library governing body has the responsibility for securing local public funding sufficient to provide quality library services to the community and to make progress in the development of services to meet standards and support community development.

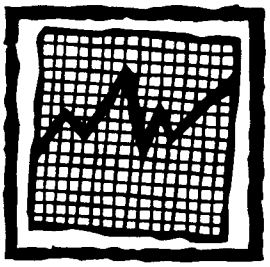
Missouri's state aid of about 45 cents per-capita is below the adjusted national average of $1.75. Regional libraries in particular have seen even minimum tax bases affected by the requirements for reassessment and rollbacks. Several public libraries have never been certified for state aid, and six counties remain unserved. There continues to be a disparity in the quality of services across the state, especially where the property tax base has diminished or where scattered population makes service delivery difficult.

### *School Funding*

Missouri's Outstanding Schools Act addresses some inequities among school districts' ability to raise funds through changes to the foundation formula. The foundation formula assures a minimum amount of revenue per pupil for education services. For school districts which assess a range of tax rates up to $4.60, the state guarantees equal access to state and local revenue.

### *Academic Library Funding*

The governing bodies of colleges and universities determine the amount expended for academic library funding. For public institutions, substantive funds are provided through state legislative appropriations; private institutions generally do not receive appropriated funds. Tuition and other fees are also a basic source of funds. Public two-year institutions have local (property) tax funds available to them. Other income sources include federal and private grants as well as gifts, bequests, and/or endowments.



# Evaluating the Plan

The evaluation plan will be based on the **TELL IT** framework for planning and evaluation developed by the School of Library and Information Studies at the University of Wisconsin-Madison and published by the American Library Association.[1]

The **TELL IT** approach is divided into six steps: **T**alk about the vision, **E**xplore alternatives and design the approach, **L**earn from what's happening, **L**et people know what happened, **I**ntegrate results with ongoing services, and **T**hink about how it all worked.

The Missouri State Library has already completed the first two steps. "Talk about the vision" was accomplished through the "Charting Missouri's Library Future" forums and other statewide meetings. Meetings of the Secretary's Council on Library Development and Missouri State Library staff work were used to "Explore alternatives and design the approach," the results of which are outlined in this document.

The next steps are outlined below:

***"Learn From What's Happening"***

- → The Missouri State Library will establish baselines of services through examination of currently available data (e.g., census, statistical reports), surveys, and needs assessments. Areas for which baselines will be established include technology currently available in libraries, level of staff training, funding levels, unserved areas, and levels of cooperative activities.
- → Grant program evaluation methods will emphasize determining the effectiveness of services through surveys, focus groups, interviews, output measures, and other evaluation techniques.
- → Statewide programs will be evaluated through comparison against baselines and appropriate methods to determine program effectiveness.

***"Let People Know What Happened"***

- → Results of each year's activities will be reviewed with the Secretary's Council on Library Development, the Wolfner Library for the Blind and Physically Handicapped Advisory Council, and other appropriate statewide groups, and disseminated by the Missouri State Library.

***"Integrate Results with Ongoing Services"***

- → Evaluation results and recommendations will be used to make changes to meet goals.
- → Best projects will be identified and replicated on a wider basis. New approaches will be developed to replace ineffective programs.

### *"Think About How It All Worked"*

→ In the year 2000, the Missouri State Library will begin an overall evaluation process by:

- comparing baselines with previous levels to determine progress toward goals.
- gathering the opinion of the library community and Missourians on the effectiveness of the "Charting" plan, future priorities, and suggestions for changes.
- communicating these results to the Secretary's Council on Library Development, the Wolfner Advisory Council, and Missouri residents.

→ In the year 2003, Missouri's library community will begin the "visioning" process for the next five-year plan.

## REFERENCE

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# Appendix A

## Missouri Profile

***Demographic Sketch of Missouri***

The most recent estimates (July 1, 1996) indicate a total population of 5,358,692 in Missouri. The state experienced an increase of approximately 39,000 people between 1995 and 1996 and has already grown more in the 1990s than it did throughout the 1980s. During the 1990s, marked growth in the Ozarks region and in suburban counties around St. Louis, Kansas City, and Springfield has been accompanied by moderate new growth in rural areas in both northern and southern Missouri. Agricultural areas in the extreme southeast region of the state (the bootheel area) and in north Missouri have experienced some population loss in recent years.

Rural areas of Missouri comprise a large geographic portion of the state. Two-thirds of Missouri's 939 incorporated places have a population of fewer than one thousand people. However, a majority of Missouri's people live in urban areas. (The U.S. Bureau of the Census defines urban as a place with 2,500 or more population.) 1990 census figures indicate that 68.7 percent of the Missouri population live in areas defined as urban.

Per capita income in Missouri stood at $12,898 in 1990, lower than the national average of $14,420. The most recent three-year poverty averages released by the U.S. Bureau of the Census (1993-1995) indicate that 13.7 percent of Missouri residents live in poverty. High rates of poverty among children characterize many rural areas of Missouri. Twenty-two percent of Missouri children in nonmetropolitan counties lived in families whose income was below the poverty level in 1990, compared with the state average of 17.4 percent of children living in poverty. Of the 883,327 students enrolled in Missouri schools (grades K-12) for the 1996-1997 school year, approximately one-third are enrolled in the free/reduced lunch program. Overall, poverty rates are particularly high in certain urban areas such as the City of St. Louis, where 24.6 percent of the total population was identified as living below the poverty level in 1990.

Citizens with special needs also comprise a significant percentage of the state's population. Among all civilian non-institutionalized persons in Missouri in 1990, 276,177 were classified as having mobility or self-care limitations; 21 percent of Missouri residents age 65 or older were identified as having mobility or self-care limitations.

In keeping with a nationwide trend, no age group has grown more consistently in recent decades than persons age 65 and over. According to 1995 estimates from the U.S Bureau of the Census, 13.9 percent of Missourians are age 65 or older. Only 10 states have higher percentages of their population in this age category. Population projections for Missouri indicate that the total number of elderly will have risen to approximately 755,000 by the year 2000.

Regarding education, 1990 census figures indicate that 26% of Missouri residents who were age 25 and older did not have a high school diploma. This ranked Missouri 37th among the states in the

area of educational attainment. According to 1995 figures released by the National Education Association, Missouri also ranked 37th in the area of average expenditure per pupil. Adult illiteracy is a major problem in Missouri. Lack of education, and the poverty which results, is a statewide challenge.

### *Profile of Missouri's Libraries*

Missouri has more than 2,500 libraries including these types:

*Public Libraries*

There are 141 tax-supported public libraries in Missouri. Most are political subdivisions with taxes voted by the people, and the average per capita support is about $19.00. Those libraries offer their services to 4,928,325 citizens. Yet 430,000 rural Missourians have no access to library services. Here are some features of Missouri public libraries:

- 82 counties have tax-supported library service, 36 of them affiliated with a regional or consolidated library.
- 26 counties have no countywide service, but may have municipal libraries or special library districts.
- Seven counties have no tax-supported library service, but may have volunteer or subscription libraries. Four of those counties are in major growth areas.
- Urban areas have 85 percent of the tax base and the same percentage of library funding and use.
- The largest urban libraries are the Saint Louis County Library, Mid-Continent Public Library in Independence, Saint Louis Public Library, Kansas City Public Library, and Springfield-Greene County Library.
- 107 of the tax-supported libraries have access to a broad range of electronic services.

*Academic Libraries*

Several historic land grant colleges and universities, noted private colleges, and several major medical teaching institutions are among the 91 academic libraries in Missouri. Thirty-four of them are publicly supported, 57 of them private. They serve 273,279 enrolled students. According to 1995 statistics, here are some features:

- Missouri academic libraries have 18,771,777 books, government documents, and titles in microform. They also subscribe to 53,412 journals, magazines, and newspapers.
- They provide access to 2,492,519 manuscripts, archival materials, maps, art materials and prints, materials in audio-visual formats, and other special collections not available in print. Many of these collections are unique.
- Nearly 60% of those collections are in the University of Missouri System (Columbia, Kansas City, Saint Louis, and Rolla), plus Saint Louis University and Washington University.
- Nearly all academic libraries have access to machine-readable materials and other electronic sources. They subscribe to or own 4,205 of those sources.

*Elementary and Secondary School Libraries*

There are 2,120 school libraries in Missouri, 1,662 publicly supported and 458 parochial or private. In the current school year, they serve 988,645 students, 883,327 in public schools, 105,318 in private schools.

- About 25% of those enrolled do not finish high school.
- Per capita assessed valuation among Missouri counties ranges from $2,940 to more than $10,500. Percent below poverty ranges from 4.6 to 35.3. Recent legislation intends to address those disparities.
- "Kids Count in Missouri" annually assesses and ranks the status of children in Missouri's 114 counties and the City of St. Louis.
- A recent survey, with responses from 438 school districts, indicated a ratio of students to computers of about 8 to 1. However, the survey concluded that only a small percentage of the computers could provide network or Internet access.

*Other Types of Libraries*

There are at least 162 other libraries in Missouri. One hundred and one are corporate, legal, or society libraries with limited public access. Sixty-one others serve residents and staff in correctional institutions, mental health facilities, and other state institutions, serving a resident population of 17,690. Mental health facilities also serve a large out-patient population.

- Included are corporate libraries such as Anheuser-Busch and Ralston-Purina, libraries affiliated with hospitals, libraries in state departments and divisions, museum libraries, federal agency libraries, and denominational headquarters libraries. Many have special collections.
- Collectively, these libraries spend 16 percent of their reported budgets on the costs of electronic materials and the cost of electronic access to those materials.
- In 1996, these libraries, of those reporting, showed 12,468 journal subscriptions and access to 289 electronic databases.

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